

Improving Analytical Support to the Warfighter: Campaign Assessments, Operational Analysis, and Data Management

Synthesis Group

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Synthesis Group *Purpose*

Workshop purpose – leverage the support of current operations in order to improve analytic support to the warfighter and to improve irregular warfare analytic capability across the community.

Synthesis Group purpose is to capture trends, insights, and issues discussed at the tutorials, plenary, and all the WGs to recommend improvements for analytic support to the warfighter, operations analysis community, and DoD.

Synthesis Group *Approach*

- Synthesis team with extensive knowledge of the OR field for several decades. . .
- Reviewed past MORS IW workshops identifying key lessons learned and accomplishments .
- Participated in each working group, documenting the critical trends, insights, and issues.
- Conducted morning, noon, and nightly deliberations.

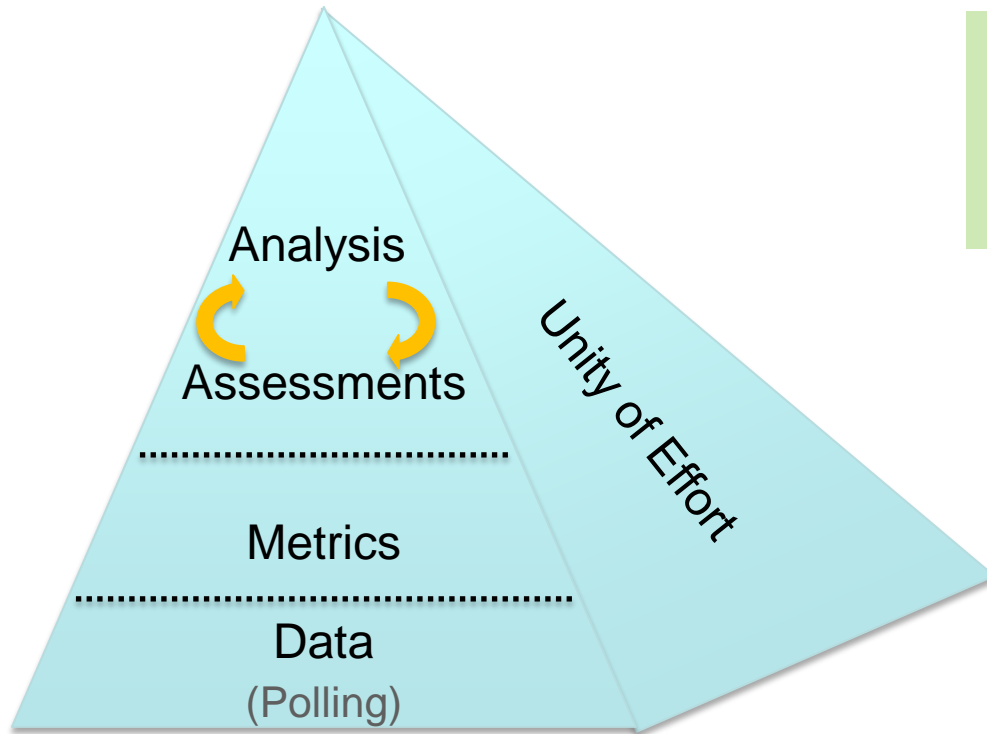
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Prior/Future IW Events

Organization	Activity
MORS	<ul style="list-style-type: none"> • Assessment of MOOTW (96) • IW (I), NPS (08) • IW (II), Tampa (09) • IW (III), Orlando (10)
Selected IW Activities	<ul style="list-style-type: none"> • IW MmAWG (08) • IW Conference, Ft. Bragg (09) • IW WG (periodic) • IW M&S SCG (periodic) • AMSAA IW Summit, Suffolk, VA (10)
NATO	<ul style="list-style-type: none"> • SAS-071, Munich, GE (09) • SAS-081, Sofia, BU (10) • HFM-202, Amsterdam, NL (10)

Synthesis Group *Findings*

Improving OR Support to the IW Warfighter.



Decision Maker(s)
Warfighter(s)

Recommendations

Finding: Critical recurring themes across the WGs.

Synthesis Group Findings *Data*

- **Representative challenges.**

- Data standardization.
- Releasability/classification of data.
- Inconsistency among surveys/polls.
- Data latency (locate, organize, clean data).
- Addressing MG Flynn's questions (e.g., focus on beliefs, attitudes).

Cease rotational
amnesia.

- **Observations and recommendations:**

- Pursue Explanatory Data Analysis (“There is no excuse for failing to plot and look”, John Tukey).
- Consider employing an evolutionary approach to the generation of a data warehouse.
- Develop a Code of Best Practice for IW data.
- Note: the problem is inherently Interagency, International!

Synthesis Group Findings

Polling

- Capturing information on the population.
 - Evaluate complications caused by multiple, disconnected pollsters.
 - Ensure the topics are nested relating to campaign plan objectives.
 - Record the impact of coalition actions and incidents.
 - Prevent duplicative polls.
- Examine the credibility of polls.
 - Standardizing the questions.
 - Examine the quality control of the poll execution.
- Develop central repository of all interagency polls.
 - CAA has initiated an effort for Afghanistan polls.

Establish an enterprise approach to polling.

Synthesis Group Findings *Metrics*

- Improve visibility of Blue and Green operational data.
 - “The Denominator Problem.”
- Advance the use of proxy metrics.
- Improve polling reliability.
- Ensure nested metrics are a standard.
- Resolve conflicting or “Dueling” Databases.
- Embed ORSAs early in the planning process to ensure metric measures progress toward the objective and commanders intent.

Synthesis Group Findings *Assessments*

- Establish an assessment framework in the planning phase.
 - Begin with the Commander's intent and include metrics that support the plan.
- Simplify the framework where possible.
- Answer the following questions:
 - Are we making progress?
 - Are we doing the right things?
- Develop a baseline of information.
- Collect Leading vice Lagging indicators.

Human behavior is difficult to account for in IW assessments

Synthesis Group Findings *Analysis*

- Developing an “Enterprise Approach” is demanding but will add significant value to analytics.
- Force sizing/ structuring and COA analysis can benefit by adding dimensions addressing all “LOOs.”
- Acquiring and managing related data supports current and future analytic success.
- “Theater-perspective” data are not accessible.
 - Incident-level data is necessary, but not sufficient, for “systemic” analysis.
 - Organizational Reports, BFT, USAID reports spotty or not accessible.

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Sampling of Current Analysis

- ORSA – MNF-W C-IED – Cpt Arun Shankar, USMC.
- Support to ISAF through CENTCOM: Multi-Model Analysis – Dr. Brian Efir, NDU.
- Using Wargaming & Empirical Data to Address Strategic Issues – LTC Dave Sanders, CAA.
- IW Analysis in UK Defence Community – Mr. Luke Huxtable, Defence Science and Technology Laboratory, UK.
- Adaptive Forecasting Methods to Predict Enemy Actions –Maj Brad Young, USCENTCOM J8.
- Campaign Assessments, Ops Analysis & Data Management– LTC(P) Clark Heidelbaugh, JIEDDO COIC .
- Cultural Modeling and Support to Pakistan-Afghanistan (PAKAF) SMA – MAJ Francisco Baez, TRAC.
- Casualty Estimate For USCENTCOM, Patterns-of-Operations Basis (Benchmark Rate Structure) – Mr. George Kuhn, LMI .
- Corruption in Helmand Province, Afghanistan – Dr. Bill Young, OPNAV 816.

Synthesis Group *Recommendations*

Data

- Instantiate a senior DoD leader to spearhead a cohesive DoD data domain effort.

Polling**Metrics**

- Coordinate nested metric and polling efforts to strategic pillars/LOOs.

Assess

- Promote coherent Analysis and Assessments.
- Stabilize a framework for cohesion (interagency, multinational, interservice, etc.) to address current LOOs and sustain future operations.

Unity

- Develop expeditionary Assessment capability.
- Improve the management of the ORSA Community.

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Immediate Actions

Data

- Fix rotational amnesia now, archive hard drives before redeployment.

Polling

- Conduct MORS Polling Workshop hosted in Canada.

Metrics

- Capture governance and development analysis and associated data to support long-term improvements.

Assess

- Conduct Analysis vice Assessment session at MORSS.
- Expand focus beyond military to include key governance and development data, tools, and analysis.
- Unify the OR/OA effort for current operations.

Unity

- Know who's currently in theater and in the rotation.
- Coordinated reachback.
- Standardize best practices, tools, networking, data sources, training.

Synthesis Group *Summary*

- Extremely valuable workshop.
- Contributions of the OR community is assisting and informing the decision maker/warfighter.
- Furthered the communal knowledgebase of IW analytics.
- Apply an “Enterprise” approach to all the recurring themes :
 - Data, metrics, assessments, and analysis.
- Strengthened cross discipline, interagency, and international communication, fundamental to OR analysis.

Continue the momentum; address and resolve identified issues.